



MIAMI BEACH

OFFICE OF THE CITY MANAGER

NO. LTC # 119-2006

LETTER TO COMMISSION

TO: Mayor David Dermer and Members of the City Commission

FROM: Jorge M. Gonzalez, City Manager

DATE: April 24, 2006

SUBJECT: Police Department Staffing Study

The purpose of this LTC is to transmit the final report for the recently completed staffing study conducted for the Police Department by Maximus, Inc. The study consisted of an analysis of the current staffing and assignment levels of the Police Department, including patrol, investigations, and special detail assignments. The consultants also evaluated the impact of current staffing procedures and policies and other policies that impact the availability for service and work performance.

Police Staffing Steering Committee

During various phases of the project, the consultant reported the current status and reviewed findings to the Police Staffing Steering Committee, which comprised of representatives from the Miami Beach Police Department, the Fraternal Order of Police, the Office of Budget and Performance Improvement, Labor Relations, the Budget Advisory Committee, the Police-Citizen Relations Committee, and a Miami Beach resident. Specifically, the names of the Steering Committee members are as follows:

- Jery (Deede) Weithorn – CPA and Chair of the Budget Advisory Committee
- Mike Finesilver – Police-citizen Relations Committee
- Alex Rey – Town Manager, Town of Miami Lakes, Miami Beach resident
- Ofc. Robert Jenkins – President, Fraternal Order of Police
- Asst. Chief Patricia Schneider – Administrative Bureau
- Linda Gonzalez – Labor Relations Director
- Kathie Brooks – Director, Office of Budget and Performance Improvement

The Steering Committee meeting dates held and topics discussed were as follows:

- August 17, 2005 – Kickoff meeting and work plan discussion
- November 29, 2005 – Discuss findings on the current conditions
- March 23, 2006 – Review of the final document

The Steering Committee provided comments and insight throughout the study. Committee comments regarding the final report focused on decreasing the response turnaround time for investigations, the limitations on the number of "off-duty hours," and increasing the officer show-up rate. The Steering Committee comments did not affect the findings and the recommendations of the final report.

Background

The City of Miami Beach is uniquely challenged by the nature of being a 24-hour city, where tourism and special events place heavy demands on overtime and off duty work on the Police Department. For example, the consultants found that Miami Beach officers spend almost as much time each week working off duty jobs as they do responding to calls for service. In addition, the pattern of calls-for-service by time of day and day of week reflects this unique environment. The factors were incorporated into the recommendations provided by the consultant as summarized below.

Recommendations and Current Actions

1. Recommendation: Change in shift hour times

- Continue to use a four day, ten hour schedule, but with the following changes to the shift times:
 - Midnight
 - From 2300 hours (11:00 p.m.) to 900 hours (9:00 a.m.)
 - To 2100 hours (9:00 p.m.) – 0700 hours (7:00 a.m.)
 - Day
 - From 700 hours (7:00 a.m.) to 1700 hours (5:00 p.m.)
 - To 0630 hours (6:30 a.m.) – 1630 hours (4:30 p.m.)
 - Evening
 - From 1500 hours (3:00 p.m.) to 100 hours (1:00 a.m.)
 - To 1600 hours (4:00 p.m.) – 0200 hours (2:00 a.m.)

Implementation Actions

- This recommendation is currently being reviewed by the Police Department.

2. Recommendation: Additional 4th shift

- Add an overlay shift to the South District on Thursday, Friday, Saturday, and Sunday beginning at 8pm to 6am.

Implementation Actions

- The Police Chief has added a 4th shift staffed by Bike Patrol from 8pm to 6am, Thursday through Sunday. During the current contract negotiations underway, the union has tentatively agreed to the additional shift.
- Additional resources are also being considered as part of the budget process.

3. Recommendation: Specialty Details

ATV – Beach Patrol

- Consider adding a second, overlapping shift to expand beach coverage from 5:00pm to 1:00am.
- Install a monitored camera and enhanced lighting system to monitor the beach and serve as a crime prevention tool.

Marine Patrol

- Implement a more thorough system of tracking calls for service.

Criminal Investigations Unit

- Schedule detectives to work five 8.5 hours (includes lunch) with substantial weekend and evening coverage so that investigations can be pursued while evidence is still fresh and witnesses and victims are still readily available for interviews.
- Add Public Safety Specialist positions as Investigative Aides to Property Crimes, Economic Crimes, and Auto Crimes. These civilians should be trained to support investigators by making telephone calls, checking computer files and conducting analysis to discover pattern crimes and repeat offenders.

Implementation Actions

- The addition of officers for Beach ATV patrol to provide overlapping coverage from 3:00pm to 1:00am Thursday through Sunday is being considered through the budget process.
- The Marine Patrol has begun entering their calls for service in the Miami Beach Police Department CAD system, and several new data elements are being developed by the Marine Patrol to better track their calls

4. Recommendation: Traffic Enforcement

- Adopt a more strategic approach to traffic enforcement by establishing a traffic collision analysis function.

Implementation Actions

- The Police Department is currently working with the Information Technology and the Public Works departments to determine and obtain data to analyze traffic collision information.
- The addition of additional Motor Unit officers to work in cooperation with the Parking Department is being considered through the budget process.

5. Recommendation: Unanticipated Leave Policies

- Re-institute a leave buy back policy as an incentive to address use of unanticipated leave that results in staffing shortages that have to be filled by officers on overtime.
- Place additional limitations on leave requests during the department's busiest season.
- Change the provision of calling in advance for time off for vacation, floating holidays, and religious holidays from 24 hours in advance to 14 days in advance.

Implementation Actions

- An annual sick leave sell back program is being discussed as part of contract negotiations underway.
- The Police department currently limits leave requests to 4 officers during the department's busiest season.

6. Recommendation: Fatigue factors

- Restrict the total number of hours an officer is regularly scheduled to work per seven day period to 64 hours with additional restrictions as follows:
 - No off-duty work can be performed in the six hours directly preceding an officer's shift starting time.
 - Once an officer works 64 hours in a seven-day work period, the officer can work no additional "off-duty" hours, but may exceed 64 hours in order to complete the officer's on duty schedule or to work overtime assignments.
- Consider regulations that permit police officers from other agencies to work off-duty in Miami Beach, under the same rules as for Miami Beach officers.

Implementation Actions

- The Police Department is evaluating policy changes in regards to working off-duty work prior to an officer's shift starting time.

7. Recommendation: Other Recommendations

- Enhancing the patrol response staffing and scheduling to meet the following standards:
 - District officers should handle 80%-90% of the calls for service workload in their assigned district.
 - District officers should average no more than 50%-60% of their available time on calls for service during off-peak times.
 - District officers should average no more than 70%-80% of their time on calls for service during peak call for service hours as long as the 70%-80% time commitment is no longer than four hours in duration.
- Change current policy stating that seniority not be the sole determinant governing many of the policies of the Department.
- Adopt a formal problem oriented policing methodology to identify and track the work of the personnel assigned to the RDAs.
- Consider using private security to fill various positions, such as finger printing citizens, issuing parking tickets to violators of handicap parking, guarding prisoners who are hospitalized and providing assistance on site to protect the integrity of crime scenes.

In conclusion, we are moving forward in implementing various new improvements that are aligned with the recommendations provided in this analysis. While it is not possible to address all recommendations and areas at once, the major recommendations are being immediately addressed and additional ones will be implemented as possible as we move forward in the future.

Attached please find a copy of the final report submitted by Maximus for your review.

If you have any questions or need any additional information, please feel free to contact me.

JMG/KGB/VJDF

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